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Approved For Release 2004/05/21 : CIA-RDP80M01082A000800110021-3

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DCI/IC 74-1099

20 August 1974

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MEMORANDUM FOR: [redacted]

VIA : [redacted]

SUBJECT : Follow-on Actions to the "Perspectives"

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REFERENCES : [redacted] Memo of 2 August 1974
Subject above

DCI's "Perspectives for Intelligence 1975-1980"

1. This memorandum is indirect response to [redacted] memo cited above, in which he asked that I complete a draft of the attached form, filling in the names of the primary entities within the Intelligence Community who would take responsibility for follow-on actions outlined in the DCI's "Perspectives for Intelligence 1975-1980" and indicate who on the IC Staff should monitor those actions.

2. In the preparation of this proposed work plan, I was guided by several statements outlined in the "Perspectives" that are worth restatement:

a. The "Perspectives for Intelligence 1975-1980" were issued by the DCI to provide general guidance for planning for all elements of the Intelligence Community for the next five years. Therefore, I assume:

(1) The "Perspectives" will be revised and up-dated annually;

(2) The up-date will be accomplished by the IC Staff; and

(3) The primary responsibility for insuring that follow-on actions are taken on a community wide basis will fall to the IC Staff;

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b. The "Perspectives" are focused primarily on major national intelligence problems and guidance. They recognize but do not deal extensively with three additional categories of important problems:

(1) Continuing lower priority national responsibilities which must be satisfied with a limited allocation of resources;

(2) Departmental or tactical intelligence support of civilian and military elements of the United States Government. This will also require continuing investment of attention and resources;

(3) Unexpected problems or crises which can pose major political, economic or security problems to the United States. To the extent that these requirements cannot be met by reallocation of resources from less urgent activities, some reserve capability must be included in planning to meet them.

3. I have intentionally drawn up the work plan to allow for maximum flexibility on the part of the IC Staff and to ensure that those entities of the Intelligence Community which the DCI has the most influence are used to accomplish the "actions" in the Perspectives.

4. Rather than detail a schedule of events and specific actions that the IC Staff and/or Intelligence Community could/should take over the next 1-5 years, my approach was to identify, what appeared to be, organizational entities who have been or who should be looking at these problems, but with the guidance and control of the IC Staff in all cases.

5. After your review of the attached, I recommend that:

a. A staff meeting be called to discuss the proposed work plan;

b. These actions be drawn up by graphics and displayed in the IC Tank;

c. A detailed work plan for each study or action be drawn up by the respective IC Division Chief and approval be given by the D/DCI/IC to commence the effort;

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d. Each work plan or study effort should answer four questions:

(1) When will the action be initiated;

(2) How long will it take to accomplish;

(3) What will be the tool of measurement to evaluate progress on the accomplishment of the task; and

(4) How much is it going to cost in manpower/money to accomplish the task?

6. In my view, the specific actions should be tied to the Director's Objectives submitted to the President, if possible. If this is not practical, they may well be candidates for objectives in future years.

7. In addition, the format of the actions should resemble that of the Key Intelligence Questions for fiscal year 1975, that is, pose the "actions" in the Perspective in the form of an objective statement followed by specific actions to be taken and milestones to be reached.

8. The Intelligence Community staff responsibility, in each case, is the same and would be modified as the Division Chiefs and the D/DCI/IC agree.

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Attachments:

(1) Referenced Memo of 2 August 1974

(2) Format in identifying follow-on to the "actions" listed in the "Perspectives for Intelligence, 1975-1980"

Distribution:

Orig. - Addressee, via

1 - IC Registry

1 - CS Subject

1 - CS Chrono, w/o attachments

1 - [redacted] Chrono

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1 AUGUST 1974

RESPONSIBILITY FOR FOLLOW-ON TO THE "ACTIONS"
LISTED IN THE "PERSPECTIVES FOR INTELLIGENCE, 1975-1980"

Action	Primary Responsible Entity or Entities	Intelligence Community Staff Responsibility * see note
<u>Collection vs. Exploitation</u>		
Initiate study and planning concerning:		
a. The rapid processing of raw information received, including the selection and discard of non-essential material at the earliest possible time, identification and accelerated dissemination of critical material, and the reduction of manpower and investment devoted to lower priority material;	USIB-COMIREX/SIGINT Committees IHC NSA CIA-NPIC	CPAD
b. Development of improved techniques and disciplines of analysis and production;	USIB-Intelligence Information Handling Committee	PRD
c. Development of improved methods of presentation.	IRAC - Intelligence Research-Development Council	PRD
<u>Demands vs. Resources</u>	USIB - Intelligence Information Handling Committee	PRD
Initiate study and planning to:		
a. Increase flexibility of responses to changes in priorities for intelligence coverage;	USIB-COMIREX/CCPC/SIGINT	CPAD
b. Identify areas in which intelligence coverage can be reduced to a baseline maintenance level, permitting rapid augmentation in case of increased need;	USIB-COMIREX/SIGINT	CPAD

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Action	Primary Responsible Entity or Entities	Intelligence Community Staff Responsibility
<u>Demands vs. Resources</u> (continued)		
c. Examine techniques by which national programs can contribute better to departmental needs and vice versa;	OSD, JCS, ICS National/Tactical Intelligence Interface Study	CS/S and MPRRD, as needed
d. Examine areas subject to overt and human source collection, reducing the need for clandestine or technical operations;	USIB-Human Sources Committee CIA-DDO USIB-ICCP	CPAD/MPRRD
e. Develop programs to improve the productivity of intelligence resources in qualitative terms;	DIA-DDI/DDE CIA-DDI/DDS&T	PRD/MPRRD
f. Review possibilities of greater foreign contributions to US intelligence, and prepare for contingent changes in present program;	CIA-DDI, DDO(?) DIA-DP/DI NSA/CSS	PRD/CPAD
g. Examine possibilities of increased utilization of intelligence through sanitization, wider dissemination, etc.;	USIB-Security Committee	CS/S
h. Examine possibilities of greater utilization of reserve military intelligence organizations in performing non-time-sensitive intelligence tasks.	ASD/I + DIA/NSA USIB-Military Intelligence Chiefs	CS/S/PRD

Action	Primary Responsible Entity or Entities	Intelligence Community Staff Responsibility
<u>Technical Systems</u> Initiate study and plan to: a. Identify technological trends in target complexes which will close off access and initiate planning for upgrading current collection and processing systems to assure future coverage; b. Research and develop new techniques of collection and processing to capitalize on technological change to give access and coverage to new targets of importance; c. Ensure that substantive intelligence need rather than technological improvement momentum drives investment in upgrading or replacing currently operating and productive systems.	USIB- COMIREX/SIGINT Committees IHC (?) IRAC R&D Council with USIB-IHC COMIREX/SIGINT Committees DIA-DP/DI NSA - CIA-DDS&T/DDI	CPAD CPAD CPAD/PRD
<u>Requirements and Evaluation</u> Initiate study and planning to: a. Interrelate the procedures at tactical, departmental and national levels for generating requirements, so as to ensure optimum satisfaction of each;	OSD/JCS/ICS National/Tactical Intelligence Interface Study	CS/S

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Primary Responsible Entity or Entities

Intelligence Community Staff Responsibility

b. Improve communication among intelligence users, producers and collectors to reduce bureaucratic rigidities and improve the responsiveness and flexibility of the intelligence machinery at all levels;

NIO's
KIQ/KEP or alternative measurement system.

PRD

c. Produce periodic evaluations of the products and performance of the Intelligence Community against current primary or maintenance level requirements;

NIO's

PRD

d. Develop orderly procedures for evaluating user satisfaction and dissatisfaction with intelligence products.

NIO's
KIQ/KEP

PRD

Manpower Implications

Study and plan to:

a. Assure that training and familiarization are undertaken in new methods of collection, analysis and production, particularly in the use of new technical capabilities to increase productivity and precision and save manpower;

Joint ICS/ASDI Study with OTR/DIS/NCS on working group + IRAC R&D Council

PRD/CSS

b. Develop selection and training programs in those foreign languages and cultures which will be important intelligence targets of the particular agency in the 1975-1980 time frame (especially Russian and Chinese);

Joint ICS/ASDI Study with ORE/DIS/NCS on Working Group

PRD/CSS

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Action

Primary Responsible Entity or Entities

Intelligence Community Staff Responsibility

Manpower Implications (continued)

- c. Ensure the availability of technical and academic talents and expertise in the subjects which will be of importance in the years 1975-1980, e.g., economics;
- d. Flexibly reduce manpower commitments to lower priority activities and reduce (or reorient to new requirements) the persons freed by such change in priority;
- e. Develop and apply affirmative action plans for equal employment opportunity.

Joint ICS/ASDI Study

PRD/CSS

USIB Principals/IRAC
DIA
CIA
NSA

MPRRD/CSS

USIB Principals/IRAC

MPRRD/CSS

NOTE: IC Staff Responsibilities Include:

- (1) Draft terms of reference for each study or plan;
- (2) Chair, attend and/or monitor the follow-on actions of the study or planning meetings;
- (3) Identify specific milestones for each action;
- (4) Prepare and submit quarterly reports on the progress of the study or planning effort;
- (5) Link, where possible, "actions" with DCI's Objectives for the Intelligence Community;
- (6) Clearly identify how long it will take and how much it will cost to accomplish each action.